



## **CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN**

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## Note from the State CIO

September 29, 2004

Dear Friends:

With strong, determined leadership provided by Governor Schwarzenegger, California's Executive Branch is on the move again. The report of the California Performance Review contains hundreds of recommendations that, if implemented, would result in quantum leaps forward in State operations. The strategic sourcing initiative being led by the Department of General Services is going to fundamentally change and improve our acquisition practices. The Governor's commitment to a rational, measured consolidation of our IT infrastructure puts us on the right track towards better managed, more secure networks and systems.

Our information technology program is a mission critical facilitator of these changes and improvements. To responsibly plan for this future, we must now set down in black and white a vision for how the Executive Branch will marshal its information technology resources to supply convenient, secure and cost-effective services to the public and to support the business and operational needs of government agencies. That is the purpose of this draft strategic plan for the Executive Branch's IT program.

I have committed to Governor Schwarzenegger that I would present him with a proposed strategic plan by November 1, 2004. We are releasing this draft for review and comment to secure an appropriate public airing of its contents, to prompt interested parties to provide us with criticisms, suggestions and supporting comments, and to gauge whether we have hit the mark with our proposed plan. I encourage anyone who wishes to comment on this plan to send your comments to Roy McBrayer ([roy.mcbrayer@gov.ca.gov](mailto:roy.mcbrayer@gov.ca.gov)) or directly to me ([ckelso@pacific.edu](mailto:ckelso@pacific.edu)).

Working collaboratively as a team, we can put the State's information technology program back on track. We can be the best. As the State's information technology leaders, that is our challenge, our obligation and our opportunity. Join me in transforming California government, making it more responsive to the diverse needs of our State.



J. Clark Kelso  
Chief Information Officer  
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## Contributors

Appreciation is extended to the people who contributed to the California State Information Technology Strategic Plan. Their dedication helped produce this plan, which charts the IT direction for the State of California over the next three to five years. The following individuals and groups contributed to bringing this information together.

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## **California State Technology in Context**

The pressure on California State Government has never been greater – to be more efficient, seamlessly integrated, cost effective, convenient and accessible to the citizens it serves. It is hard to imagine any significant statewide initiative that could achieve such a transformation without technology as a major component. But today, our technology programs are not capable of meeting this challenge.

Many of our service delivery systems are outdated and inconvenient, internal business systems are antiquated and fragmented, and statewide planning for technology is ineffective. Our technology programs operate with an agency focus and for the convenience of government rather than an enterprise focus and the convenience of citizens, resulting in duplication, waste and inconsistent results. Our heavy reliance on outdated legacy systems and a decentralized non-standardized technology architecture dissipates limited dollars and human resources simply to keep them running. This situation exposes the state to higher overall operational costs and increased vulnerabilities to security threats and architecture breakdowns.

The California Performance Review (CPR) echoes these themes, pointing out that customer service is the heart of successful business in America. The CPR recommends setting standards, improving access, moving common services online, rewiring our internal operations, and strategically managing our technology to improve the operational performance of government.

### **We need strategic leadership for change.**

This Statewide Information Technology Strategic Plan outlines a bold but necessary agenda for redefining how we manage our Information Technology resources to improve service delivery and streamline internal operations. It is a plan to align our technology to an enterprise perspective and focus our investments on those initiatives that will enable significant improvement in statewide business operations.

There are six goals with correlating objectives and actions that represent the combined thinking of the State's technology leadership. These goals detail the steps necessary for California to harness the power of Information Technology to improve service delivery and streamline internal operations. This plan is a mandate for changes that can enable the most significant transformation ever seen in how a state government does business.

In order to keep our action items as concrete and meaningful as possible, we have generally limited their horizon to the next 12 to 18 months. This means in many cases that full implementation of a goal or objective will require additional action items that have not yet been included in this document. Much of the activity over the next year will involve detailed planning for reaching our goals and objectives, and this additional planning will be reflected in an updated strategic plan document that will be released at the end of 2005. In this way, our strategic planning document will remain connected to our progress in meeting our goals and objectives.

## **Vision**

*Information Technology support for the Executive Branch of California State Government will operate as a seamless enterprise, delivering consistent, cost-effective, reliable, and secure services that satisfy the needs of its diverse public and private customers, including the People of California, its business communities and its public sector agencies.*

## Goals, Objectives and Actions

### **Goal 1: Make Services more Accessible to Citizens and State Clients.**

**The State will complete a customer-focused, technology-enabled transformation in service delivery to improve the accessibility, value and cost-effectiveness of services, benefits and information provided to the public, businesses, other government agencies and state employees.**

This transformation will change government from providing single purpose transactions to delivering integrated services that traverse government boundaries, eliminate redundancy, lower (share) costs and improve the performance of internal processes. It is an imperative for 21<sup>st</sup> Century government.

#### **OBJECTIVE 1- DEVELOP AN ENABLING FOUNDATION FOR GOVERNMENT TRANSFORMATION**

**The State will implement an enabling management and technical foundation for the transformation of government, making the technical solution implementation process more customer focused, strategic, efficient, and economical.**

The essential ingredients of this foundation include:

- Leadership focused on the redesign of business processes and the exploration and application of technologies across organizational boundaries to improve efficiency, interoperability, and cross-organizational program integration.
- A governance process for evaluating government needs and challenges across organizational boundaries and prioritizing those initiatives with a high return on investment and public acceptance.
- Common business processes that facilitate interoperability and data sharing.
- Shared applications, architectures and code.
- Streamlined project development, management and implementation to capture early benefits and encourage transformation.
- A robust technical platform to quickly and economically implement and deliver services.
- Industry best practices for the state workforce to build capability and capacity.

#### **Actions:**

1. The State Chief Information Officer (CIO) will appoint a Director of e-Services with the responsibility for providing strong statewide leadership for the review of business processes and the exploration and application of technologies to improve service delivery. The Director of e-Services will collaborate with the Departments of Finance, Personnel Administration, and General Services and other state agencies to facilitate process reengineering and the application of enabling technology.



2. The State CIO will by March 2005, coordinate with lead departments to initiate at least four projects that will achieve early return on e-Services investment including:
  - a. A project focused on the delivery of services to citizens (Such as licensing, or call center services, or recreation and visitor information, or consumer protection.)
  - b. A project focused on delivery of services to businesses (Such as licensing, or workers compensation, or electronic payment and filing.)
  - c. A project focused on services that integrate intergovernmental programs (Such as self service eligibility determination, or online grants processing, or social services benefits delivery.)
  - d. A project focused on delivery of services internal to state operations (Such as online travel and human resources transactions, or data sharing between state agencies.)
3. The State CIO will direct the development of a streamlined web application acquisition and development process methodology by June 2005 that enables the reuse of software assets to increase development speed and reduce development cost and risk.
4. The State CIO will prepare a proposal for legislation that authorizes an electronic payment service that does not pass external processing charges on to the consumer.

#### **OBJECTIVE 2 – DEVELOP A NEW STATE PORTAL**

**The State will develop a new State Portal with an architecture and web tools that support the rapid, economical implementation and delivery of new services.**

Government transformation requires examination of business processes and integration of efforts across organizational boundaries. Technology that can speed up transactions, collapse processes and project a new single face to all customers of state services. A new state portal and web services will provide the technology platform to enable this transformation.

#### **Actions:**

1. The State CIO will partner with a selected state agency to acquire the funding, and lead the development and implementation of a sustainable portal project for the State.
2. The State CIO will by January 2005 convene a business-focused, statewide portal steering committee to guide development of a new state portal, migration from the existing portal to the new portal, and to identify and prioritize portal services.

#### **OBJECTIVE 3- LEVERAGE SERVICES BETWEEN STATE AGENCIES, FEDERAL AND LOCAL GOVERNMENT**

**The State will pursue opportunities to collaborate with federal and local agencies and within state government to leverage e-government services.**

Many federal, state and local government programs are interrelated or interdependent. Working together, governmental agencies can deliver better services to citizens and reduce the overall cost of implementing and maintaining service delivery systems.

Actions:

1. The State CIO will establish by March 2005 a cross-agency workgroup to develop policy and methodologies for the efficient exchange of information between systems and across governmental organizational boundaries.
2. The State CIO will by June 2005 coordinate the sponsorship of one or more projects for shared services that can be implemented in partnership with Federal and/or Local government agencies.
3. The State CIO will collaborate with the State GIS Council to sponsor an integrated State Geospatial Data Service that will define the data architecture, systems, standards, processes and coordinate the availability of geospatial data used by state agencies.

**OBJECTIVE 4 – PROMOTE INTERAGENCY AND INTERGOVERNMENTAL DATA SHARING**

**The State will coordinate interagency and intergovernmental data collection and management, to improve data sharing capabilities and reduce costs of acquiring and managing data.**

System designs often prescribe unique definitions and program-focused restrictions, inhibiting the use of data for other purposes, and resulting in duplication and incompatibility of data that is often not maintained after initial acquisition. Interim actions would encourage better use of existing data while a long term data architecture and data stewardship program is being developed for the State.

Actions:

1. The State CIO will by March 2005 appoint an intergovernmental working group with program executive and policy leader membership, to identify major data collection, sharing, and management needs and privacy considerations.
2. Departmental CIO's will by June 2005 identify data repositories within their agencies, the clients for the data, others who may have need for the data, and limitations (including confidentiality) to presently sharing the data. Each Agency CIO will prepare a plan to promote the ability to share data throughout the Agency and submit the plan to the State CIO by July 31, 2005.
3. As part of the implementation of the 21<sup>st</sup> Century Project Human Resources and Payroll Project, the State CIO will request the State Controller to assess and document the use of state employee name, identifying information, and electronic timekeeping systems across state agencies. The State CIO will request the State Controller's Office (SCO) to incorporate statewide agency interface needs into the new SCO database design and planning to avoid duplication of efforts and data by departments.

## **Goal 2: Implement Common Business Applications and Systems to Improve Efficiency and Cost-Effectiveness.**

**The State will replace duplicate, conflicting and outdated applications and systems with common solutions that are interoperable enterprise-wide across all departments in the Executive Branch of state government.**

The scope of this effort will include common business functions such as financials, including planning, budgeting, general accounting, accounts receivable, accounts payable and human resources management, fee collection, asset management, document and records management, workers compensation, purchasing, inventory and vendor control and grants processing systems. The complete achievement of this goal will require at least a seven-year to ten-year developmental effort with total costs that could easily reach \$1 billion.

A common suite of back office systems will enhance the state's capability to manage its technology and provide higher public accountability. Common systems will also provide more robust, comprehensive business capabilities at a lower total ownership cost.

### **OBJECTIVE 1 – CONTINUE EFFORTS TO IMPLEMENT NEWLY-DEVELOPING ENTERPRISE- WIDE APPLICATIONS.**

There are several important initiatives currently underway that should be continued and that will be key components of the state's common suite of business applications.

#### **Actions:**

1. The State Controller will designate a systems integrator for the State Controller's 21<sup>st</sup> Century Human Resources and Payroll Project and begin the two-year development phase for the Employment, Payroll and Employee Self-Service modules by July 2005.
2. The state will expand development and implementation of statewide e-procurement solutions in support of the Department of General Services strategic sourcing initiative.

### **OBJECTIVE 2 – ENSURE EXECUTIVE SPONSORSHIP FOR COMMON BUSINESS MANAGEMENT SYSTEM DEVELOPMENT, IMPLEMENTATION AND MAINTENANCE.**

**The State CIO will engage program leadership to guide statewide technology planning and implementation.**

Technology initiatives must have the support of senior program leaders and focus on the business challenges of state agencies. By engaging senior level program leaders, alignment with state business goals and objectives is assured.

Actions:

1. The State CIO will convene an “Executive Council” to oversee the planning, acquisition and implementation of common Executive Branch business management applications and systems.
2. The Executive Council will be comprised of the Directors of the Department of Finance (Chair), Personnel Administration and General Services; the Executive Director of the State Personnel Board; the State Controller; the State Treasurer and the State CIO.
3. The Executive Council will determine priorities, and approve acquisition and implementation strategies for common statewide business management systems to ensure they meet business needs, budget development requirements and timelines, and identify departments to lead specific projects.

**Goal 3: Ensure State Technology Systems are Secure.**

**The state will conduct rigorous security assessments, participate in comprehensive homeland security exercises and evaluations, adopt secure architectures, and acquire security technologies to mitigate risks to its systems and infrastructure.**

The rise of domestic and international terrorism places the state’s technology systems at increased risk at a time when business functions are becoming increasingly dependent on reliable technology support. Threats to homeland security as well as denial of service attacks can have a severe impact on business operations. We must ensure California’s systems are protected and robust enough to support homeland security needs and the maintain business continuity of state government.

**OBJECTIVE 1 – ADOPT STATEWIDE SECURITY STANDARDS**

**The State will adopt statewide security standards consistent with the state’s enterprise architecture, for network connectivity, desktop management, server configuration, internet connectivity, and external access to technology services.**

Implementation of statewide security standards will help ensure the elimination of structural vulnerabilities from the state’s information technology architecture and enable more uniform, robust security measures to be implemented.

Actions:

1. The State Information Security Officer (ISO) will convene an information security workgroup to compile and publish best practices for information security.
2. The workgroup will by March 2005 develop and submit to the State CIO, proposed information security policies and standards.

3. The State ISO will by March 2005 develop and publish a risk assessment Checklist for use by state agencies. The best practices and risk assessment checklist and will be updated annually.

#### **OBJECTIVE 2 – ASSESS AND MITIGATE SECURITY RISKS**

**The State will conduct security risk self assessments, participate in homeland security exercises and evaluations, and implement corrective actions and risk reduction measures in all State agencies to address vulnerabilities.**

The rigorous administrative review, and physical testing and evaluation of State Security Programs will strengthen security measures and improve security awareness.

##### **Actions:**

1. State agencies will conduct annual security risk self assessments and participate in California Homeland Security exercises to assess the adequacy of plans, procedures and resources required to counter potential threats to the State's technology resources and its ability to support business operations.
2. The State ISO will by December 2005 organize security assistance peer review teams to conduct agency peer reviews and assist in developing information security risk management plans.

#### **OBJECTIVE 3 – DEVELOP A STATEWIDE SECURITY RISK MANAGEMENT PLAN**

**The State will compile results from self assessments, peer reviews and departmental risk management plans and develop a Statewide Information Security Risk Management Plan.**

The strength of security measures depends on an integrated statewide risk management strategy.

##### **Actions:**

1. The State ISO will identify the most serious and common information security threats and lead a workgroup of agency security specialists to define statewide risk mitigation measures by March 2005.
2. The State ISO will by March 2006 using most current information, complete development of a Statewide Information Security Plan to address threats, risk management strategies and funding to include requirements for periodic updates of threat assessments, risk analysis, and mitigation measures.

## **Goal 4: Lower Costs and Improve the Reliability and Performance of the State's IT Infrastructure**

**The state will develop a statewide Enterprise Architecture while standardizing and consolidating its information technology infrastructure and management to enable a more citizen-centered, customer focused government that efficiently and strategically manages its technology investments to achieve business outcomes.**

The state must use its limited technology dollars wisely. The state of California needs an Enterprise Architecture (EA) to assist departments in their efforts to create consistent, secure, and interoperable information technology (IT) systems and must be a part of the governance process for information technology. The EA will use the mission and key business drivers for the state as a whole in order to build an EA that helps enhance information sharing, guides technology standards, reduces application development costs and complexities, and better serves the needs of departments and the citizens of California.

Through the use of the enterprise architecture, infrastructure consolidation and enterprise-wide procurements, departments will be able to lower costs, and improve reliability and performance of their IT infrastructure.

### **OBJECTIVE 1 – ADOPT A STATEWIDE ENTERPRISE ARCHITECTURE METHODOLOGY AND TECHNOLOGY STANDARDS.**

**The state will adopt a statewide Enterprise Architecture methodology and define a strategy for the development of an EA, beginning with the adoption of statewide technology standards to support enterprise data sharing and statewide systems interoperability.**

#### **Actions:**

Under the direction of the State Chief Information Officer (CIO), the California Information Technology Council (ITC) Enterprise Architecture Committee will  
by June 2005:

1. Choose a methodology and define a strategy for the implementation of an Enterprise Architecture and for the adoption and maintenance of statewide technology standards.
2. Develop a process for the coordinated adoption of standards in the following domains:
  - a. Statewide authentication
  - b. Identity management
  - c. Operational recovery
  - d. Business continuity
  - e. Application development and testing
  - f. Desktop/servers
  - g. Collaborative software
  - h. Data Sharing

- i. Security
- j. Local/wide area networks
- k. Telephony
- l. Application Software

## **OBJECTIVE 2 – CONSOLIDATE TECHNOLOGY INFRASTRUCTURE AND SERVICES**

**The state will consolidate its technology infrastructure and services to leverage the economies of scale in the utilization of resources, eliminating unnecessary redundancies and reducing support cost through standardization.**

These efforts will align with the development of the enterprise technology architecture and implement the strategic direction for the use and deployment of information technology statewide. Technology consolidation will increase the security, robustness and reliability of the state's technology infrastructure and improve budget allocation and performance management, cross-agency collaboration, information sharing and e-government solutions.

### **Actions:**

The Director of the Stephen P. Teale Data Center will submit a reorganization plan to the State CIO for the consolidation of the Stephen P. Teale and Health and Human Services Agency data centers and related technology infrastructure and services in other state departments:

1. Email consolidation by June 2005 including multiple service offerings such as Exchange, Groupwise and Lotus Notes.
2. Server consolidation by December 2005 beginning at the department level and developing into consolidation at the consolidated state data center where appropriate.
3. Security consolidation by March 2006 including a variety of security services provided by the consolidated state data center and other providers and will address patch management, password protection, and other security measures.
4. Network consolidation by December 2006 including the DGS/Calnet, Department of Transportation, HHSDC and TDC networks.

## **OBJECTIVE 3 – PURSUE ENTERPRISE-WIDE PROCUREMENTS**

**The state will pursue the enterprise-wide procurement of technology using enterprise architecture and standards as a framework to leverage buying power and support the implementation of standards and consolidation.**

Enterprise-wide procurements can achieve lower overall pricing, reinforce procurement best practices and responsiveness to business needs, improve systems security and facilitate the integration of systems and support across agency boundaries.

Actions:

1. The State CIO will collaborate with the Department of General Services and the Department of Finance to establish an enterprise procurement policy and framework for the development, funding and implementation of enterprise contractual agreements.
2. The State CIO will convene a workgroup to identify and prioritize the enterprise procurements that will be completed during the 2005/06 budget year.

**Goal 5: Develop and Rebuild our Technology Workforce.**

**The State will develop and rebuild its information technology workforce to meet the needs and challenges of supporting a large and complex public-sector organization in the 21<sup>st</sup> Century.**

The structure of the state's technology workforce has not kept pace with the changing environment of technology. While on one hand, the skills needed to sustain legacy systems are dwindling because of retirements, on the other hand, the state has not been able to acquire sufficient skills or capacity to operate or maintain newer technologies and systems. We must rebuild our workforce.

**OBJECTIVE 1 – MODERNIZE THE TECHNOLOGY CLASSIFICATION STRUCTURE AND RECRUITING EFFORTS**

**The State will modernize the classification structure for its technology workforce to more accurately reflect the work functions and skills needed to develop, operate and maintain its technology infrastructure, including programs, systems, services and features.**

Actions:

1. The State CIO will immediately convene a workgroup of departmental business stakeholders, bargaining unit representatives and the Department of Personnel Administration, to examine the classification structure of Information and Telecommunications Technology employees supporting the state.
2. The workgroup above will prepare a recruitment plan by March 2005 for recruiting technology employees from colleges and universities that employs CIO's and other key technology professionals to market the state's technology opportunities.
3. The workgroup above will by January 2006 issue a report to the State CIO with recommendations, including proposed new classification descriptions to better meet the state's future technology workforce needs.
4. The State CIO will develop a proposal by March 2006 to the Department of Personnel Administration for the modernization of the state's technology classification structure.



## **OBJECTIVE 2 – PROVIDE PROFESSIONAL DEVELOPMENT FOR TECHNOLOGY PERSONNEL**

**The State will develop and support a robust technology training program focused on leadership, project management, acquisition management, systems management, application development and the skills necessary to support new technologies.**

### **Actions:**

1. The State CIO will convene a workgroup by April 2005 to assess the skills and training needs for each function in the technology workforce, including technical certification requirements and continuing training to maintain currency and proficiency.
2. The workgroup above will by June 2005 identify centers of excellence for each information technology specialty area to assist state agencies in addressing technical and capacity issues.
3. The workgroup will by August 2005 develop a State Technology Workforce Training plan that outlines initiatives to improve the capacity and capability of state technology employees to meet the strategic goals of the state.
4. The State ISO will by October 2005 lead the development and provisioning of generalized security awareness training for end users including publicity and awareness initiatives.

## **Goal 6: Establish a Technology Governance Structure.**

**The State will establish a technology governance structure to improve the application of technology and its effective use across state agencies.**

The governance structure will ensure:

- Business and program responsiveness,
- Successful and relevant strategic planning and decision-making,
- Oversight and alignment of information technology projects and operations to ensure consistency with strategic policies,
- Operational implementation by those most directly responsible for program performance, and
- Visible and open coordination, oversight and accountability.

## **OBJECTIVE 1 – ESTABLISH A NEW LAYERED TECHNOLOGY GOVERNANCE STRUCTURE**

**The State will establish a layered governance structure for technology that clearly assigns authority and responsibility for management and support services at the appropriate levels to reinforce the state's technology potential while ensuring collaboration with and input and participation from state agencies. See Appendix A for the proposed governance structure.**

### **Actions:**

1. The State CIO and the Director of Finance will by January 2005 direct a comprehensive legislative and administrative proposal be drafted to implement the governance structure. This proposal will be presented along with the Data Center Reorganization Plan.
2. The State CIO will recommend to the Governor by January 2005 an executive order directing Agency secretaries to implement management changes within the departments reporting to them, elevating the role of the Agency and departmental CIO's to encompass oversight of all technology within their organizations.

### **OBJECTIVE 2- ESTABLISH A DEPARTMENT OF TECHNOLOGY SERVICES**

**The State will establish a Department of Technology Services (DTS) to provide comprehensive technology services to the Executive Branch of State government including support for enterprise applications.**

The DTS will promote an enterprise technical architecture and related standards to reduce the cost and improve reliability and maintainability of statewide technology services. See Appendix B for the proposed departmental structure.

#### **Actions:**

The Director of the Stephen P. Teale Data Center and the State Chief Information Officer will present to the Governor a complete plan to formally reorganize and consolidate the state data centers and develop the foundation for the Department of Technology Services.

### **OBJECTIVE 3 – IMPLEMENT IT PORTFOLIO MANAGEMENT**

**The State will develop and implement statewide IT portfolio management to integrate the management of all technology initiatives into an overall statewide vision and strategy for IT. Agency CIO's will be assigned oversight responsibility for portfolios within their program areas.**

To achieve this objective, the state will align hardware and software systems, both operational and under development into portfolios that correspond to lines of business. Portfolios will be regularly assessed for each system's alignment with statewide goals, risk, return on investment, and mandatory legal or statutory requirements.

The implementation of statewide portfolio management will enable the strategic management of the State's technology investments to ensure they are integrated with and supportive of statewide business objectives.

#### **Actions:**

1. The State CIO will by March 2005 direct the acquisition of a enterprise portfolio management software solution for use by Agency and department CIO's statewide.

2. All Agency CIO's will by June 2005 compile basic information about their agency IT activities and assume responsibility for oversight of their respective Agency technology portfolio.
  - a. They will apply standard performance management tools (such as earned value) to all projects under development.
  - b. Develop and apply metrics for all operational systems to assess performance and identify when management action is needed to address system issues.
  - c. Determine where duplicative or overlapping systems may exist and coordinate efforts between departments to consolidate or interrelate those systems. An example would be geospatial databases that support Graphical Information Systems.

#### **OBJECTIVE 4 – IMPLEMENT PERFORMANCE MANAGEMENT**

**The State will develop uniform performance measures and methodologies to assist in managing its technology systems and services.**

While comprehensive performance measures depend on more robust enterprise financial and resource management systems than exist today in state government, steps will be taken to improve performance review, prepare for more rigorous tools in the future, and encourage better performance from technology systems.

#### **Actions:**

1. The State CIO will by June 2005 establish a high level cross-departmental Performance Measurement Advisory Committee to adopt a standard methodology for service delivery (such as Information Technology Service Management – ITSM) and project management (such as PMI).
2. The Performance Measurement Advisory Committee will by October 2005 adopt a standard model(s) for reporting on performance measurements, such as the Balanced Scorecard, Economic Value Added, or Benchmarking models.

## **Appendix A**

### **Proposed Technology Governance Structure**

The governance structure will be comprised of the following component layers:

- A. A State Chief Information Officer who is a senior advisor to the Governor with full responsibility and authority for statewide technology vision, strategic planning and coordination, technology policies and standards for information security, technology acquisition, project management and defining a streamlined technology project review and approval process.
- B. A Technology Commission chaired by the state CIO (as a non-voting member) and comprised of the Director of Finance, the State Controller, and all Cabinet Secretaries. The Technology Commission will have oversight of the Department of Technology Services and will review and approve state IT policies, standards, and major enterprise projects.
- C. Agency Chief Information Officers, who are responsible for overseeing departmental management of assets, projects, data systems, and IT services, through a reporting oversight of departmental CIO's. Each Agency CIO shall develop a 3-year plan to rationalize and standardize within their respective Agency, IT infrastructure, data, and procedures for all departments within the Agency.
- D. A strengthened departmental CIO function, with CIO's directly responsible for all IT activities within the department and accountable to their department director and agency CIO. All employees in IT classifications and all IT assets will be accountable to and all projects, purchases, and contracts will be approved by the department CIO. Each CIO will develop a 3-year plan to rationalize and standardize the department's infrastructure, data, and procedures, consistent with the Agency plan developed by the Agency CIO.

## **Appendix B**

### **Proposed Department of Technology Services Components**

The components of the proposed department include:

- A. Consolidation of the assets, functions, and clients of the Stephen P. Teale Data Center and the California Health and Human Services Agency Data Center, excluding the Health and Human Services Agency Systems Integration Division.
- B. A state Technology Investment Fund that is derived from excess earned revenues, pro-rata deposits from departmental program budgets, and direct appropriations and is continuously appropriated, available for encumbrance without regard to fiscal years, and restricted from use for any other purpose than funding technology.
- C. A State Chief Technology Officer, appointed by the Governor/selected by the Technology Commission with operational responsibility for the new department.
- D. A State Information Security Officer and supporting staff, to oversee information security for the department, manage statewide information security applications, and recommend measures for adoption throughout state government.
- E. A Research and Development Branch, staffed to perform applied research on new technologies that may have near-term benefits to state government.
- F. A statewide Technology and Systems Acquisition Branch, to facilitate information and telecommunications commodity and services acquisition including enterprise licenses.
- G. An integrated Network and Telecommunications Branch, established from transfer of the Telecommunications Division of the Department of General Services. The functions of existing independently operating network and telecommunication units of other departments will be transferred to the new Technology Department and incorporated into a centralized wide area network for the State unless granted an exception by the State CIO.
- H. Performance measures that ensure accountability to customers for providing secure services that are responsive to client needs at a cost representing best value to the state.

### **Glossary of Terms and Acronyms**

#### **Terms**

Application Program	A complete, self-contained program that performs a specific function directly for the user.
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Architecture	A description of the technical framework that a business or enterprise uses to conduct its business over computing and telephone networks
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Business	An enterprise model describing business functions or activities, from
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Reference Model (BRM)	a high level to lower levels of detail.
California Portal	The State of California web page that provides links to the services offered by its organizations.
Data Model	A model that describes data flows and data needed to support high-level business functions.
Infrastructure	The basic computing and telecommunications structure, support services, or features of a system or network.
Legacy Application	An application in which a company or organization has already invested considerable time and money. Typically, legacy applications are database management systems (DBMSs) running on mainframes or minicomputers. An important feature of new software products is the ability to work with a company's legacy applications, or at least be able to import data from them.
Legacy system	A computer system or application program which continues to be used because of the cost of replacing or redesigning it and often, despite its poor competitiveness and compatibility with modern equivalents. The implication is that the system is large, monolithic and difficult to modify.

Portfolio Management	<p>Portfolio Management is a system used to select a list or portfolio of new product development projects to achieve the following:</p> <ul style="list-style-type: none"> <li>• Support the strategy of the enterprise</li> <li>• Rank or Prioritize Projects</li> <li>• Manage resources effectively and efficiently</li> <li>• Maximize the profitability or value of the portfolio</li> </ul>
Smart Services	<p>Services provided to the public that are primarily over the internet, easy to use, timely, convenient, responsive, cost effective, and customer focused.</p>

## Acronyms

BRM	see: Business Reference Model
CIO	Chief Information Officer
CRM	Customer Relationship Management
DGS	Department of General Services
DOT	Department of Transportation
ERP	Enterprise Resource Planning
GIS	Geographic Information System
HHSDC	Health and Human Services Data Center
ISO	Information Security Officer
IT	Information Technology
TDC	Teale Data Center